

Report | 2007 / 2008

# Business guide to partnering with NGOs and the United Nations



**Dalberg**  
Global Development Advisors



A report by the UN Global Compact and Dalberg Global Development Advisors

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# Introduction

The world took notice at the Johannesburg Summit on Sustainable Development in 2002 when companies, the UN and NGOs came together to advocate for collective action to address climate change. However, the movement towards cooperation between the UN, NGOs and the business community was slow to take hold. By 2005, the Financial Times was still calling a collaborative project between Unilever and Oxfam "globalization's strange bedfellows". But despite slow recognition by the media, a fundamental change was occurring. Instead of confrontation, NGOs, the United Nations and businesses were beginning to speak the same language and seeking to work together to tackle global challenges.

Today, over sixty-five percent of the Global Compact's corporate participants are engaged in partnerships with NGOs and the UN. This publication is a response to the exploding demand for guidance. Created in collaboration with Dalberg Global Development Advisors, the Business Guide for Partnering with NGOs and the United Nations provides a market-based assessment of leading non-profit social actors and the United Nations that have demonstrated competency in partnering with companies in a number of areas such as advocacy, awareness-raising, health and the environment, among others.

As a new initiative designed to be updated and improved going forward, the Guide is still a work in progress, a platform that will continue to evolve. For instance, we will have to find ways to get more surveys completed and the methodology and empirical foundation will need to be revisited. As we continue on this journey, these improvements will happen. Nevertheless, this Guide is a great step forward. It provides useful information in an accessible format and will lead to greater transparency in the market for partnerships. I commend this initiative and see great hope that it will advance the enlightened self-interest of business and civil society partnering together to promote sustainable development.



Georg Kell  
Executive Director  
United Nations Global Compact

# The Spirit Behind the Business Guide

## Background

When the tsunami hit the shores of the Aceh province in Indonesia, it immediately became a global disaster. Not only did the tragedy impact local families and tourists from dozens of countries, it also required public and private resources from overseas to address the grave humanitarian and development challenges. The UN Global Compact and the Business Roundtable invited President Bill Clinton and executives from leading companies to discuss how they could rapidly deploy first-class solutions to a very complex and demanding situation. The sheer size of the problem and the need for immediate action brought together companies and social actors in a way that allowed them to address the emergency far more effectively than either one could on their own.

Partnerships between companies and social actors<sup>1</sup> to address humanitarian and development challenges are on the rise. Today, this approach is probably the most promising way to attack complex problems that call upon the skill, knowledge, and experience of a wide range of stakeholders in order to be successful and sustainable. The key motives for private-sector engagement in public-benefit partnerships are multiple, including:

- An acknowledgement that the private sector often has the resources and expertise that are critical in resolving complex challenges;
- A growing expectation from investors, customers, employees, and other stakeholders that business plays an important role as a corporate citizen in addressing critical societal issues;
- Companies' increasing recognition that they have a social responsibility that goes beyond producing services and goods and securing jobs—a responsibility that stems from the realization of the interdependence among their operations and the health, climate, and humanitarian challenges of the markets in which they operate;
- The insight among companies that making money and doing good are not mutually exclusive; and
- The notion that social responsibility not only carries business benefits but helps manage risks and foster strong relationships in societies where companies source or sell, and that it provides them with access to knowledge and opportunities they might otherwise not have.

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<sup>1</sup> Including NGOs, UN agencies, foundations, and bilateral development agencies.

While these partnerships are necessary to resolve complex societal problems, the number of successful examples is still limited in both relative and absolute terms. Some of the key constraints include:

- The lack of familiarity between the sectors and the high entry barriers in terms of goodwill and trust;
- The difficulty faced by companies in identifying appropriate social actors and successful partnership models due to a lack of market transparency;
- The challenges faced by NGOs in figuring out how to partner with businesses without compromising the integrity of their mission; and
- The limited clarity for many social actors on how to build relevant partnering attributes and capabilities.

#### **The aspirational benefits of the guide**

This guide was born out of the belief that if companies are aware of the success of other businesses in engaging in partnerships, they themselves will be more inclined to seriously consider the prospects of partnering.

Thus, the overarching aspiration of this business guide is to increase the number of partnerships and the quality and impact of those partnerships. Through three distinct avenues we have tried to create a product that helps both companies and social actors prepare themselves for partnership building:

- **Transparency:** The publication is an attempt to create greater transparency in the marketplace by identifying successful partnership examples. The enclosed organizational profiles enable companies to sort and identify partners based on geography, strengths, focus areas, etc., making it significantly easier to find the right partner.
- **Access:** The guide provides readers with contact information and highlights topics around which profiled organizations are interested in creating partnerships. Thus, it will be easy for companies to make a connection with an appropriate organization on an issue of relevance to both of them.
- **Role models:** The guide showcases social actors and partnerships that have been successful, hopefully displaying some of the important factors—such as execution capabilities, accountability, and entrepreneurship—that companies are looking for in partners.

## Design principles and approach

This guide is not a comprehensive directory of all great social actors with partnering capabilities. We recognize that there are successful partnerships that have not made their way into this publication. Our hope is to see included an increasing number of organizations in subsequent versions of this guide during the next few years, as more companies and social actors become familiar with the guide and its purpose.

As this guide is a first attempt at exploring the state of partnerships between companies and social actors, the criteria for inclusion can, and will, undoubtedly change over time. At this point, the choice of criteria represents the authors' serious and good-faith effort to provide useful market information in a fair way. Some of the key design principles around the guide have been:

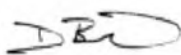
- **Inclusivity:** Experts representing various stakeholders were included from the outset to ensure that the product is as robust and credible as possible.
- **Affordability:** Rather than apply a high price point, as one finds with traditional industry reports, an effort has been made to keep this publication at a price point that enables all interested organizations to access the information.
- **Flexibility of Design:** The long-term aspirations are to move toward a dynamic online platform, where companies and social actors can meet, information can be constantly updated, and organizations can learn from each other.

The total number of responses is relatively modest in size compared to the potential universe of players—and may not be geographically balanced, which we expect to see improved in the future. We also hope to develop in future years a complementary rating in which social actors assess excellent companies to partner with.

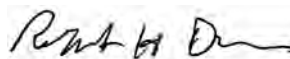
Although this guide is a modest start at identifying the global state of partnerships, we hope that the examples highlighted can serve as an inspiration for both social actors and companies, and help push the frontier of possibility in addressing global issues.



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Dalberg



David Bonbright  
Chief Executive  
Keystone



Robert H. Dunn  
President and CEO  
The Synergos Institute



# Executive summary

The United Nations Global Compact, the world's largest voluntary corporate citizenship initiative, has partnered with Dalberg Global Development Advisors, a strategy firm in the field of global development, to identify a group of non-profit social actors (including civil society organizations, bilateral development agencies and UN Agencies/Funds/Programmes) who have proven competence in partnering with companies.

The work was conducted in collaboration with a strong set of supporters, spanning some of the most highly regarded players in the corporate citizenship sector, including Business for Social Responsibility (BSR), International Business Leaders Forum (IBLF), American Chambers of Commerce, International Chambers of Commerce (ICC), World Bank Institute (WBI), World Business Council on Sustainable Development (WBCSD), and CSR Wire.

Dalberg created and distributed a survey to more than 20,000 companies worldwide to collect data on their partnership experiences with social actors. We received 865 valid partnership ratings from 445 companies, who rated social actors on the basis of their accountability<sup>1</sup>, adaptability<sup>2</sup>, execution<sup>3</sup>, and communication<sup>4</sup> (for further details see the section "How to read the profiles"). Upon careful analysis of the responses, the following salient findings emerged:

## **Most respondents either currently partner with NGOs/UN agencies or intend to partner in the future**

Almost two thirds of respondents (61%) had engaged in partnerships with social actors over the past 3 years. An overwhelming 88% of companies without prior partnership experience voiced interest in doing so in the future. The 12% of inexperienced companies that did not express interest cited absence of common areas for partnership.

## **Companies believe that partnerships with NGOs and UN agencies are increasing in importance**

The vast majority of companies agree that partnerships will gain in importance in the future.

More precisely, 73% of all respondents concluded that corporate partnerships would be important or extremely important<sup>5</sup> for their **own** company over the next 3 years, and about 61% of respondents indicated that corporate partnership would be "important" or "extremely important" for the **market** as a whole.

Companies with prior partnership experience were more bullish about the future importance of partnerships, reflecting positively on their experience partnering with social actors.

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1 The partner's dedication to upholding a strong relationship with the company it has partnered with.

2 The partner's capacity to understand and utilize the strengths and weaknesses of your organization to work towards a common objective.

3 The partner's ability to transform plans and intentions into successful partnerships.

4 The quality of timely and concise information throughout the partnership.

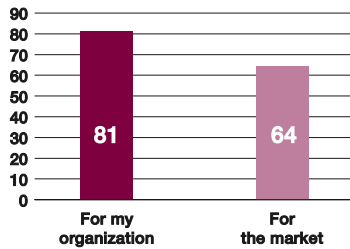
5 Those responding "extremely important" or "important" to the question: "Please rate how important you feel partnerships between companies and NGOs/the UN will be in the future". Other possible responses included "Somewhat Important", "Important", "Not Very Important", "Not Important At All".

**Question: How important do you think partnerships will be in the next 3 years?**

**Percent responding "extremely important" or "very important"**

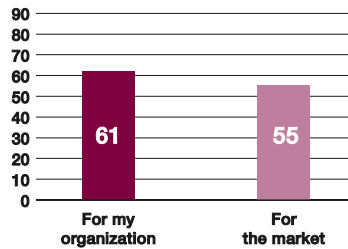
**Companies with prior partnership experience**

Percent responding "extremely important" or "very important"



**Companies with no prior partnership experience**

Percent responding "extremely important" or "very important"



**Successfully implementing effective and relevant CSR programs and building trust with stakeholders are top priorities for companies when partnering**

An overwhelming majority of respondents cited successful implementation of effective and relevant CSR programs as the main reason for partnering with NGOs and UN organizations. This reason was closely followed by the desire to build trust with shareholders. Companies were least likely to partner to gain insight from the know-how of social actor partners or to advance core business objectives.

**Reasons that companies partner with social actors**

Based on a scale of 1 to 6, with 6 reflecting the most important reason



**In a partnership, companies most value their partner's accountability and execution skills**

Companies rated Accountability and Execution as being the most important performance categories in their evaluation of partners. The data also indicate a strong correlation between the overall scores of the four rating categories and the perceived impact of the partnership.

**Partnerships incorporating both local and global elements were more highly rated than either purely local or global partnerships**

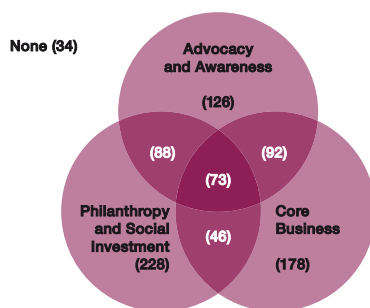
63% of partnerships were local, 33% global, and 3% incorporated both global and local elements. Partnerships that involved both global and local activities typically scored the highest, with an average score of 4.5 (out of a maximum of 5). Global partnerships had an average score of 4.0, while local partnerships had an average score of 3.9. That said, comments from survey respondents highlight the importance of local partnerships, e.g., from a global 50 energy company, "For MNE [multi-national enterprises], local partnerships to deliver on business objectives are essential."

**Core business and advocacy partnerships are perceived to have higher impact than those focused on philanthropy**

26% of partnerships were purely Philanthropic in nature, 21% related only to a company's Core Business, and 15% focused on Advocacy and Awareness. The remaining partnerships were composed of multiple elements, e.g. 50% of all partnerships involved an element of philanthropy. Interestingly, partnerships conducted in the Advocacy and Awareness, and Core Business areas<sup>6</sup> had a higher perceived overall impact than those involved purely in philanthropy.

**Types of partnerships**

Number of partnerships ("None" signifies no allocation by the company)



**Both at the local and global levels, companies are most likely to engage in partnerships on education and environmental protection**

Locally, companies were most likely to engage in partnerships in the education sector (39%), and globally, in the area of environmental protection (33%). These are also the two most common areas for partnerships envisioned in the long term. The emphasis on environmental protection is reinforced by the fact that almost a quarter of the 34 leading global NGOs focus on the environment. As one respondent reflected, "I think people are realizing the need for global solutions for global problems rather than national or enterprise solutions."

<sup>6</sup> **Philanthropy and Social Investment:** Donating time (volunteers), money, products and the use of premises;  
**Advocacy and Awareness:** Awareness-raising campaigns, projects that influence decision-makers and collective actions that set rules, norms and standards;  
**Core Business:** Creating employment, fostering entrepreneurship, implementing social, environmental or ethical standards, and/or providing affordable goods and services (projects should be linked to the sourcing, manufacturing, development, distribution, pricing and end-use of a company's products and services).

**Microfinance, rated as one of the most successful areas of partnership, is one of the least pursued areas**

The three most pursued areas of partnership were in the spheres of Education, Environmental Protection and Communications. Microfinance represented only 5% of partnerships, but received the highest scores compared to any other area. Microfinance also had one of the highest overall impact scores. Temporary shelter, power generation, and transportation were the lowest scoring partnership areas.

Area of partnership	Average Score
Microfinance	4.17
Employment Opportunities	4.12
Food	4.12
Healthcare	4.12
Support Economy	4.11
Protect Environment	4.06
Agriculture and fisheries	4.06
Women's Rights	4.04
Volunteering/Secondment	4.03
Education	4.01
Employment Fairness/Treatment	3.96
Communication	3.96
Health, Safety & Quality of Products	3.95
Logistics	3.92
Search and Rescue	3.89
Sanitation	3.89
Water	3.89
Transportation	3.85
Power generation	3.68
Temporary Shelter	3.58

**34 global NGOs/UN agencies and 53 local / regional NGOs emerged as leaders among the 554 NGOs/UN agencies rated<sup>7</sup>**

The leading NGOs/UN agencies were identified as laid out in the section detailing the methodology. They span a diverse range of geographies and focus areas (please refer to the annex for the list of NGOs). 49% of the partnerships engaged in by the leading global NGOs are global, while 45% of those partnerships are actually local in nature. Global partnerships with global NGOs scored higher than local partnerships with global NGOs.

North American companies and the leading global NGOs/UN agencies were most likely to be engaged in core business-type partnerships, while companies in Africa, Asia, and the Middle East were more likely to be involved in advocacy and awareness raising partnerships.

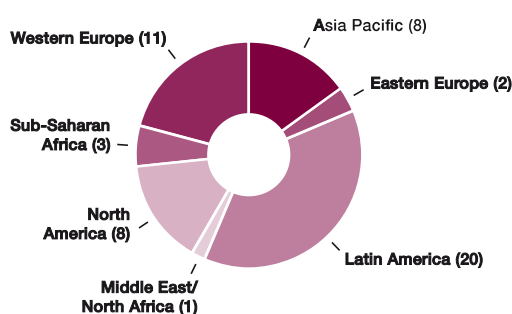
**Latin American NGOs dominate the local / regional "hidden gems" list**

Of the organizations on the list of "hidden gems" (NGOs that are local but have been rated favourably by companies with partnership experience), Latin America represents 40%.

<sup>7</sup> Note that this Advance Release does not list all local NGOs as 14 of the 53 are still under due diligence.

This may be in part due to the fact the private sector in Latin America is slightly more developed than in other developing regions. Also, while 86% of local partnerships were between companies and social partners in the same region, 55% of partnerships engaged in by companies with social actors in regions outside their own locale were with social actors in Latin America.

**Number of “hidden gems” per region**



North American and Western European NGOs receive the highest overall scores (4.5 and 4.4 respectively, vs. 4.2 for Latin American NGOs)

The top 5 areas for local partnerships are education, communications, volunteering, environmental protection, and healthcare.

**Partnerships need to be carefully planned, governed and monitored to ensure success**

While there is an increasing understanding that partnerships can help both sides deliver more effectively on common objectives, there is also the recognition that governance needs to be thought through carefully, and that the expectations of all partners need to be agreed upon in advance and carefully monitored.

**Global players need to improve governance disclosure, and here specifically with regard to the independence of their non-executive board members**

Out of the 34 global NGOs/UN agencies who emerged as leaders in the survey, 29 provided a profiling form that allowed for the verification of disclosure practices. Corporate governance guidelines outlining rules and recommendations providing the organization with a good corporate governance system were only available (even upon request) from about half of the global social actors profiled in this Report.

To protect against potential fraud or mismanagement, a well-established feature of good governance is the availability of independent non-executive directors on a board. In the absence, of a universally accepted definition of independence, NGOs and UN agencies were asked if they communicated their definition to allow for an assessment of the independent element on the board. Only about a third could respond positively to this question.

Information	Disclosed
Corporate Governance Guidelines	55% (16 out of 29)
Definition of Independence of Board Members	34% (10 out of 29)

# Global Business Coalition on HIV/AIDS, Tuberculosis and Malaria

## Facts

Preferred Acronym:	GBC
Area(s) of Focus:	Health—General & Rehabilitative
Number of Full-time Employees:	40
Total Expenses:	\$4,588,931
Year Established:	2001
Corporate Partnerships Since:	2001
Total Partnerships in Past Three Years:	220
Ongoing Partnerships:	220

## Main Headquarters

One Liberty Plaza  
165 Broadway, 36th Floor  
New York, NY 10006  
United States

## History & Mission

The Global Business Coalition on HIV/AIDS, Tuberculosis and Malaria (GBC) leverages the power of the global business community to fight AIDS, tuberculosis (TB), and malaria. At the 2001 United Nations General Assembly Special Session on HIV/AIDS, Secretary General Kofi Annan called for greater action from the business sector in the response to HIV/AIDS and turned to Ambassador Richard Holbrooke to lead this response. GBC was subsequently established as a nonprofit organization and now counts 220 corporate members. GBC ensures that business is firmly engaged in the global health agenda, supports public-private partnerships, and works with member companies deploying dedicated programs in the workplace and the communities, often leveraging corporate core competencies in support of public health.

## Contact: Corporate Partnerships

Dr. John Tedstrom | Technical Director  
Tel. +1 212-584-1610  
jtedstrom@businessfightsaids.org  
Academic Background: MA, PhD  
Professional Background: Policy, Economics  
Years of Professional Experience: 12+

## Contact: General

Tel. +1 212-584-1600 | Fax +1 646-219-2875  
info@businessfightsaids.org | www.businessfightsaids.org

## Known Partnership Type(s)

Philanthropy and Social Investment  
Advocacy and Awareness

	Scores (1–5)
Accountability	4.3
Adaptability	4.5
Communication	4.0
Execution	4.5

### **Partnership Capabilities**

#### **Accountability (4.3)**

Corporate partners reported that GBC was thoroughly committed to the established milestones and demonstrated remarkable integrity during the collaboration. Partners noted GBC's very strong engagement throughout the partnership and appreciated that impediments were discussed openly between both parties well in advance.

#### **Adaptability (4.5)**

Corporate partners enthusiastically declared that their aims and capabilities were more than adequately understood by GBC. Partners described their involvement with GBC as very successful and stated that GBC leveraged their industry expertise remarkably well.

#### **Communication (4.0)**

As described by corporate partners, GBC excelled in its ability to rapidly and effectively communicate information. Information was issued concisely. GBC reacted positively when such updates were requested by partners.

#### **Execution (4.5)**

Corporate partners stated that GBC organized and executed the partnership outstandingly, demonstrating flexibility when necessary. Partners reported that GBC surpassed expectations regarding the results.

### **Top Three Partnering Needs**

1. Providing access to prevention, testing, and treatment: help GBC to improve quality and reach of company programs and increase the number of people covered by company and community disease policies and programs.
2. Fostering innovation in the corporate response: assist GBC to enable companies to use their core competencies to develop sustainable initiatives, products, and services that support the fight.
3. Strengthening policies and resources: advocate with GBC for policies that respond effectively and provide an enabling environment for business at a national and global level.

# 1. General Programs

## 1.1 Functional Expertise

### **Workplace Mobilization against AIDS, TB, and Malaria**

One of GBC's main endeavors is to raise awareness of and accelerate access to prevention, treatment, and care in the workplace to help stem the tide of AIDS, TB, and malaria.

GBC works with its members to ensure that companies meet their employee needs and mitigate the economic and productivity impact of AIDS, TB, and malaria through corporate policies and employee programs that fight stigma and promote awareness, prevention education, testing, and treatment access. Companies in donor countries engage through employee giving and volunteer programs.

### **Co-investment for HIV/AIDS and Health Services**

GBC works to help leverage existing corporate health infrastructure to provide access to prevention, testing, and treatment services to local communities with the support of donor funding. GBC provides in-depth consultation and assistance on partnership design, and assists negotiation and brokerage with partners and donors.

In 2006, GBC, the Agence Française de Développement, and Sida Entreprise co-founded a dedicated initiative, Partners Against AIDS, to provide early-stage technical support to co-investment initiatives.

### **Global Fund to Fight AIDS, TB, and Malaria**

GBC is the focal point for the private-sector delegation on the board of the Global Fund, mobilizing corporate involvement and coordinating business participation in the governance of the fund, as well as advocating for policies supportive of multisector initiatives within specific countries.

GBC mentors corporate engagement in Global Fund initiatives such as Corporate Champions, Hope Spreads Faster than AIDS, and Product RED. GBC also manages a series of technical working groups and policy-development projects of interest to its members, while orchestrating the regular participation of private-sector representatives in Global Fund board meetings and other committees and consultations.

### **Healthy Women, Healthy Economies**

A special initiative of GBC, Healthy Women, Healthy Economies develops best practices to address the economic, social, and biological vulnerability of women and girls through economic and social empowerment including microfinance, education, and health services.

GBC partnered with the Nike Foundation to accelerate corporate focus on the feminization of AIDS and has led a number of member roundtables and multisector meetings to accelerate action in support of women and girls.



### **Awareness and Prevention**

GBC works with member companies—mostly in partnerships with companies, foundations, and other partners—to raise the profile of the epidemic and fight stigma in high-endemic areas.

GBC leads the Russia Media Partnership against AIDS, the Ukraine Media Partnership, and is now launching a China AIDS media partnership. In 2007, GBC also initiated a migrant population education campaign in China with support of Anglo American PLC, Bayer, BD, Coca-Cola, General Motors, Eli Lilly & Co., and SSL International.

### **Policy and Leadership**

GBC advocates for greater business involvement in the global response to the pandemics and engages business and government at all levels to facilitate multisector initiatives.

GBC supports policy and leadership initiatives among and with member companies; develops publications making the case for corporate engagement; and convenes high-level meetings, such as an annual Awards for Business Excellence Gala. The Gala features the best corporate practices in AIDS, TB, and malaria selected by an independent jury, and presents the results to a large audience of corporate CEOs, government and civil society leaders, and UN agencies. GBC also convenes regional events: the inaugural China Business and AIDS Summit took place in April 2004 with Vice Premier Wu-Yi; the first European CEO Summit took place in Paris in October 2006 with the French Foreign Minister and a delegation of 12 countries; GBC and Transatlantic Partners against AIDS host a Leaders' Forum annually in Moscow.

## **1.2 Geographic Presence**

### **Programs**

Worldwide through member companies of the Coalition. Primary regional focuses include Africa, Asia, and Eastern Europe, with a secondary focus on the Caribbean and Latin America

### **Offices**

United States, South Africa, Kenya, France, Switzerland, China, Ukraine, and Russia

## 2. Corporate Partnership Experience

### 2.1 Industries & Regional Activity

#### Corporate Industries

All industries

#### Location of Partnerships

Worldwide

### 2.2 Selected Corporate Partnership Programs

**Leading Novel Initiatives and Partnerships | East Africa:** GBC provides technical assistance to member companies on instituting nondiscriminatory policies and implementing workplace programs. GBC coaches the development of co-investment partnerships with local organizations and governments, such as a recent project with support from the U.S. President's Emergency Plan for AIDS Relief (PEPFAR) with Xstrata Coal, Lafarge, Shell, Barrick, and RioTinto. GBC leads novel initiatives bridging malaria and AIDS infrastructures, such as a 2007 bednet distribution project in Zambia with Abbott, Anglo American PLC, BD, Chevron, Coca-Cola, Johnson & Johnson, JN-International, National Basketball Association, the Noel Group, Premier Medical Corporation, Qingdao, the Tata Group, Total, and Vestergaard Frandsen. GBC mentors new public-private partnerships deployed with the Global Fund to Fight AIDS, TB, and Malaria's principal recipients and UNAIDS, building on business core competencies, including 2006 Standard Chartered Bank and Accenture initiatives.

**Video Gaming Technology | Africa:** In collaboration with PEPFAR, GBC is now working with companies in the IT sector to develop gaming technology as a medium of raising awareness and influencing prevention behaviors for youth. The pilot will be done in Kenya and potentially rolled out in other African countries. Companies such as Warner Brothers are designing the gaming technology, while Dell and Intel are providing hardware support and ZMQ Software Systems is providing software programming.

**Media and Entertainment | Russia, Ukraine, China, USA:** GBC manages or mentors media partnerships to deploy public-education campaigns on broadcast media with companies such as Viacom, Gazprom, Coca-Cola, HBO, National Basketball Association, and numerous broadcasters in partnership with the Kaiser Family Foundation and the Global Media AIDS Initiative.

### 2.3 Selected List of Corporate Partnerships

GBC can provide a list of successful partnerships upon request.

## 3. Disclosure, Awards, and Governance

### 3.1 Corporate Partnerships

Information	Disclosed
Example(s) of Corporate Partners	Yes
List of Corporate Partners	Yes
Guide to Collaboration	Yes
Contact Person for Partnerships	Yes

GBC currently discloses 10 examples of public-private partnerships on its website, and a list of corporate partners. It provides information suggesting how a prospective company should approach collaboration in guide format, and publicly discloses the name of the contact dealing with partnerships.

### 3.2 Awards and Assessment by Charity Overseers

Name	Assessment
The Global Fund to fight AIDS, TB, and Malaria	Appointed Focal Point of the private-sector delegation
PEPFAR public-private partnership initiatives	Appointed Partner

GBC was appointed to the initiatives of PEPFAR. It was also selected by the Global Fund to work with the private sector in financing a dramatic turnaround in the fight against HIV/AIDS, tuberculosis, and malaria.

### 3.3 Governance Documentation

Document	Disclosed
Vision & Mission Statement	Yes
Articles of Association	(Yes)
Corporate Governance Guidelines	(Yes)
Most Recent Publication on Website	Yes
Environmental Report	---

GBC's vision and mission are publicly available on its website. Materials relevant to governance and incorporation are disclosed but attainable only upon request. Recent publications describing GBC's activities and achievements are accessible online.

### 3.4 Board & Committees

#### Individual Board Member Information

Organizational Data	Disclosed
Names	Yes
Biographies	Yes
Length of Term (in years)	One
Board Members' Independence	(Yes)
Definition of Independence	(Yes)

GBC has a board of directors; a director serves a one-year term and is elected at the board's annual meeting by a majority of directors then in office. The board manages the business and affairs of GBC. GBC defines independence in its bylaws and certifies independence of its board members. The board of directors is composed of non-executives and executives. GBC's Corporate Advisory Board—made up of representatives from 22 leading member companies to advise GBC on its future in the fight against global epidemics—is uniquely non-executive.

#### General Board Information

Organizational Data	Disclosed
Internal Rules of Organization	(Yes)
Number of Board Members	< 20
Number of Board Meetings	1+
General Board Agenda of Last FY	---

The internal rules of GBC are extensively outlined in a Personnel Policy Manual. Its board of directors contains no more than 20 and no less than one director and it meets at least once a year. Currently, GBC counts five directors.

## >>> Global Business Coalition on HIV/AIDS, Tuberculosis and Malaria

### Committee/Functional Information

Committee Function	Exists
Audit/Financial	---
Remuneration	---
Nomination	---

The board of directors reviews the auditing process, selecting the external and independent auditor to audit GBC accounts. The remuneration of board members, top executives, and other key individuals is determined by quorum of the board. For GBC, one-third of the total number of directors constitutes a quorum for the transaction of business. Coordination and research regarding nomination is done by GBC management, though all final decisions lie with the board.

### 3.5 Directors' Compensation

\*Compensation data compiled based on 2005 figures

#### Board Compensation

Directors' Status	Disclosed
Executive Board Members	(Yes)
Non-Executive Board Members	(Yes)

Figures relevant to the compensation of select GBC board members are disclosed in the organization's IRS Form 990, which is not directly accessible on GBC's website.

#### Board Member and Senior Management Compensation

Post	Disclosed	Amount
Founder/Director	(Yes)	\$0
Chair	(Yes)	\$0
Chief Executive	(Yes)	\$298,084
CFO/Treasurer	(Yes)	\$118,815
Highest Paid*	(Yes)	\$298,084

\*Compensation plus other benefits

GBC does not generally pay compensation to non-executive directors for the services they render, though the board of directors may from time to time establish the rate of compensation and benefits for the executive director.

Directors are reimbursed for reasonable expenses incurred in the performance of their duties. The highest-paid officer is the executive director, in charge of the administrative and executive management of affairs. Compensation information is publicly available upon request.

### 3.6 General Financial Disclosure

Document	Disclosed
Financials Summary Report	(Yes)
Latest Financial Report (T)	(Yes)
Previous Financial Report (T-1)	(Yes)
Year End of Most Recent Financial Report	31 December 2005

Financial statements for GBC are available, though not on the website. The audited report for 2006 is not yet complete, thus the most recent financial report dates back to 2005.

### 3.7 Ethics

Information	Disclosed
Conflict-of-Interest Policy	(Yes)
Whistleblower Policy	(Yes)
Compliance Officer	---

GBC delineates its various policies in a manual available upon request. In general, it asserts that employees must not engage in activities that conflict with GBC's business interests.

## 4. Financials

Based on 2005 figures

### Donor Structure

Sources of Contributions	Amount	% of Total
Corporate In-Kind Contributions	\$142,168	3.4%
Corporate Financial Contributions	\$4,039,702	96.6%
Individuals	\$0	0.0%
Foundations	\$0	0.0%
Governments	\$0	0.0%
<b>Total</b>	<b>\$4,181,870</b>	<b>100%</b>
Disclosed on Website		---

### Top Five Donors

Donor	Amount	% of Total
Standard Chartered Bank	\$205,000	4.9%
Merck & Co., Inc.	\$179,000	4.3%
L'Oreal	\$162,700	3.9%
British Petroleum	\$133,000	3.2%
European Union	\$125,000	3.0%
<b>Total</b>	<b>\$804,700</b>	<b>19.3%</b>

### Expenses

Information	Amount
Program	\$3,402,777
General & Administration	\$593,108
Fund-raising & Membership	\$478,282
<b>Total</b>	<b>\$4,588,931*</b>

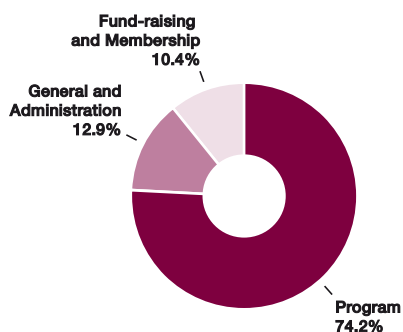
\*\$114,764 is the cost of direct benefits to donors

### Sustainability

Revenue	2005		2006	
Direct Public	\$3,807,739	100%	\$4,181,770	100%
Indirect Public	\$0	0.0%	\$0	0.0%
Government Grants	\$0	0.0%	\$0	0.0%
<b>Total</b>	<b>\$3,807,739</b>	<b>100%</b>	<b>\$4,181,770</b>	<b>100%</b>

GBC's revenue is accrued directly from the public.

### Efficiency Ratios



### Consistency Ratios

Short Term	
Current	Quick
8.04	7.97

Long Term	
Total Debt to Asset	Long-term Debt to Capitalization
0.12	0.00

Asset Management
Services to Average Total Assets
1.15

# mothers2mothers

## Facts

Preferred Acronym:	m2m
Area(s) of Focus:	Health—General & Rehabilitative
Number of Full-time Employees:	405
Total Expenses:	\$2,630,010
Year Established:	2001
Corporate Partnerships Since:	2002
Total Partnerships in Past Three Years:	~11
Ongoing Partnerships:	7

## Main Headquarters

78 Darling Street, 2nd Floor CCMA Building  
Cape Town, 8001  
South Africa

## History & Mission

mothers2mothers was founded in Cape Town, South Africa, in 2001 by Dr. Mitch Besser, who had worked in the provincial hospital system and witnessed that the number of babies born HIV-positive and the number of mothers getting sick and dying from AIDS was not diminishing. Thus, m2m was founded to complement existing Prevention of Mother-to-Child Transmission of HIV/AIDS (PMTCT) programs by providing women with support and information about HIV and HIV treatment, antenatal training, birth control and STD counseling, training on how to deal with stigma and disclosure to family, and best practices for feeding their babies.

## Contact: Corporate Partnerships

David Torres | Director, Special Projects  
Tel. +27 21-466-9178  
david@m2m.org  
Academic Background: BA Political Science, French  
Professional Background: Investment Banking, Finance  
Years of Professional Experience: 22

## Contact: General

Tel. +27 21-466-9160 | Fax +27 21-466-9162  
info@m2m.org | www.m2m.org

## Known Partnership Type(s)

Core Business



### **Words from the Organization**

Over the past five years, m2m has worked to develop and refine a replicable, scalable, **sustainable, integrated, and cost-effective model of peer-based psychosocial support** for the delivery and effectiveness of PMTCT services, and to address the specific challenges facing **pregnant women and mothers living with HIV.**

m2m works to offer an innovative solution to challenges faced by HIV-positive women by employing mothers living with HIV as peer educators and care providers and calling them "Mentor Mothers." The organization currently delivers services at sites across South Africa and in Lesotho. By the end of 2007 it also expects to begin delivering services in Kenya, Rwanda, Zambia, and Swaziland.

Four core goals define m2m services in every country and region in which its programs operate:

- Reduction of the number of babies born with HIV/AIDS
- Empowerment of pregnant women and new mothers living with HIV to improve their health and the health of their babies
- Combating the stigma associated with HIV and to encourage and support disclosure
- Building and rolling out a sustainable and replicable community-based model of care

m2m currently reaches over 25,000 women every month and employs over 350 mothers living with HIV/AIDS.

### **Site Coordinator Babalwa Mbono:**

I came to mothers2mothers thinking my life was worth nothing. I had AIDS [and] a baby on the way, my husband beat me, and there was no hope for the future. Now I can give to others —people in the township come to me for help and advice. I [became] a leader. I have been beaten and abused but I will never be beaten and abused again. I have learned that women have value; we can make a better world for our children. Now I have a life.

### **Top Three Partnering Needs**

1. Assisting with the introduction of PMTCT support services in new countries.
2. Expanding the delivery of PMTCT support services in countries where m2m already operates.
3. Capacity building within m2m.

# 1. General Programs

## 1.1 Functional Expertise

### Prevention of Mother-to-Child Transmission of HIV/AIDS (PMTCT)

m2m works to enhance facility-based PMTCT programs by adding peer education and psychosocial support elements to existing testing and treatment protocols. By helping HIV-positive pregnant women and new mothers to live positively and overcome their fears, lack of knowledge, and the social stigma associated with HIV, m2m hopes to help increase the uptake of testing and treatment services.

Working in 89 sites in South Africa and 10 in Lesotho, m2m employs 350 HIV-positive mothers as Mentor Mothers and site coordinators.

### Empowerment of Women

m2m aims to empower pregnant women and new mothers living with HIV increase their awareness of care and treatment options; encourage and support disclosure; engage partners and family in counseling, testing, and other services; and fight the stigma associated with HIV.

An example of how m2m encourages the empowerment of women is the manner by which the organization recruits employees. All of the women hired as Mentor Mothers and site coordinators are HIV-positive mothers, and in many cases working at m2m is their first job and the first opportunity they have to be respected in their communities.

### Reduction of HIV/AIDS Stigma

m2m views the stigmatization of HIV/AIDS as one of the largest contributors to the failure of HIV/AIDS treatment and prevention efforts. For this reason, the organization provides many of its clients with the knowledge and power to confront this stigma in their family environment, community, and workplace.

Working to provide a secure and engaging environment where m2m's clients can feel safe and overcome their fears, m2m hopes that such psychosocial support will equip its clients to face the stigma and the ostracism HIV-positive women often endure with strength and conviction.

## 1.2 Geographic Presence

### Programs

Kenya, Lesotho, Rwanda, South Africa, Swaziland, Zambia

### Offices

South Africa, United Kingdom, United States



## 2. Corporate Partnership Experience

### 2.1 Industries & Regional Activity

#### Corporate Industries

Consumer Durables & Apparel; Food & Staples Retailing; Legal; Media; Pharmaceuticals; Software & Services; Telecommunication Services

#### Location of Partnerships

South Africa

### 2.2 Selected Corporate Partnership Programs

**Capacity Building | South Africa:** A member of the Pfizer Global Health Fellows Program since 2005, m2m has hosted four Pfizer Global Health Fellows with finance backgrounds in order to build the organization's capacity.

**Education and Support | South Africa:** Johnson & Johnson has been working with m2m since 2005 to provide education and psychosocial support to pregnant women and new mothers in the East London community, home to the corporation's South Africa office.

**Helpline Support | South Africa:** m2m has partnered with the Dialogue Group, BizCall, Evosat, and Telkom in order to establish call-center services over a national phone line. The partnership for the LifeLine/AIDS Helpline involves technical support from all of the corporations involved.

### 2.3 Selected List of Corporate Partnerships

Corporation	Industry	Area	Duration
Johnson & Johnson	Pharmaceuticals	Volunteer and Logistical Support	30 months (ongoing)
Pfizer	Pharmaceuticals	Capacity Building	30 months (ongoing)
Dialogue Group	Media & Telecommunications	Logistical and Program Support	12 months (ongoing)
Pick 'n Pay	Food & Staples Retailing	Program Support	36 months
Kenneth Cole	Consumer Durables & Apparel	Program Support	12 months

## 3. Disclosure, Awards, and Governance

### 3.1 Corporate Partnerships

Information	Disclosed
Example(s) of Corporate Partners	---
List of Corporate Partners	---
Guide to Collaboration	---
Contact Person for Partnerships	---

m2m is in the process of redesigning its website and has stated that it will include a section dedicated to company partnerships upon the website's completion. The updated website will include examples of its partnerships as well as a list of the organization's partners.

### 3.2 Awards and Assessment by Charity Overseers

Name	Assessment
Impumelelo Platinum Award, 2007	Winner
Ambassadors of Caring Award, 2006	Winner
Social Entrepreneur of the Year, 2006	Finalist

In 2007, m2m received the Impumelelo Platinum Award—the highest award given to South African innovative service delivery projects that inspire replication of best practice.

In 2006, m2m received the Equitable Life and Casualty and Profiles in Caring Ambassadors of Caring Award. m2m's founder and medical director, Dr. Mitch Besser, was a finalist in the Schwab Foundation's South Africa Social Entrepreneur of the Year award in 2006.

### 3.3 Governance Documentation

Document	Disclosed
Vision & Mission Statement	Yes
Articles of Association	---
Corporate Governance Guidelines	---
Names of Board Members	Yes
Biographies of Board Members	Yes

The m2m website clearly presents the organization's mission and guiding principles. Names and biographies of board members are disclosed online. While details regarding the organization's articles of association and corporate governance guidelines are not disclosed, m2m has stated that its redesigned website will provide access to such information.

## 4. Financials

**Total Donations** **\$2,601,845**

### Top Five Donors

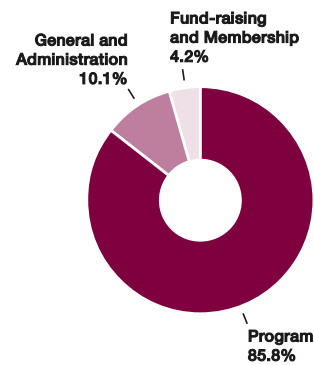
Donor	Amount	% of Total
United States President's Emergency Plan for AIDS Relief/USAID	---	---
The Atlantic Philanthropies	---	---
The Starr Foundation	---	---
Johnson & Johnson	---	---
Government of the Province of Mpumalanga, South Africa (Department of Health and Social Services)	---	---

m2m discloses its donors upon request, but has stated that it is not able to provide the amount of contributions received from each individual donor.

### Expenses

Information	Amount
Program	\$2,255,575
General & Administration	\$264,397
Fund-raising & Membership	\$110,038
<b>Total</b>	<b>\$2,630,010</b>

### Efficiency Ratios



# Board Members

Biographies in alphabetical order

## **David Bonbright** **Chief Executive, Keystone**

Mr. Bonbright is founder and managing partner of Keystone. Most recently, Mr. Bonbright directed the Aga Khan Development Network's Civil Society Programme. As a grantmaker and manager with Aga Khan Foundation, Ford Foundation, Oak Foundation, and Ashoka: Innovators for the Public, Mr. Bonbright has sought to evolve and test innovative approaches to strengthening citizen self-organization for sustainable development as an alternative to prevailing bureaucratic, top-down models of social service delivery and social value creation. While with the Ford Foundation, he was declared persona non grata by the apartheid government in South Africa. In 1990 he returned to South Africa and entrepreneurship the development of key building blocks for civil society, including the first nonprofit internet service provider, the national association of NGOs, the national association of grantmakers, and enabling reforms to the regulatory and tax framework for not-for-profit organisations.

About Keystone: Keystone seeks to influence development practice through a model of civil society accountability that requires civil society organizations to be inclusive in their engagement with stakeholders and transparent and open in their public reporting. Keystone sees accountability as a potential driver of social activity and performance rather than a constraint upon organizations.

## **Robert H. Dunn** **President and CEO, The Synergos Institute**

Mr. Dunn is a leader in the fields of responsible business practices, philanthropy and public policy, is President and CEO of The Synergos Institute. He is also a member of Synergos' Board of Directors. He has served as Chairman, President and Chief Executive Officer of Business for Social Responsibility (BSR), a nonprofit membership organization of major global companies that promotes more ethical, responsible and sustainable policies and practices. Its members have combined annual revenues of nearly \$2 trillion and employ more than six million people. He is now Chairman Emeritus of BSR and is also a lecturer at the Graduate School of Business at Stanford University. In addition to his work at BSR, Mr. Dunn has served as a board member or advisor of other groups working on business responsibility including the Forum for Business Responsibility in the Americas, the International Advisory Committee to Instituto Ethos (Brazil), the Center for Responsible Business at the Haas School of Business at UC-Berkeley, and Israel Business for Social Responsibility. He has also provided counsel to governmental, intergovernmental and nonprofit organizations. He received Amnesty International's Media Spotlight Award for work on human rights. Prior to joining BSR full-time, Mr. Dunn was Vice President for Corporate Affairs at Levi Strauss & Co., playing a leadership role in the development of the company's groundbreaking Global Code of Conduct, as well as programs addressing AIDS, community economic development and racial discrimination. Mr. Dunn spent 10 years in the public sector, serving in the Carter White House, the US Embassy in Mexico City and as Chief of Staff for the Governor of Wisconsin. He has also been a Dean and faculty member at Wesleyan University.

About Synergos: The Synergos Institute is an independent nonprofit organization dedicated to the development of effective, sustainable and locally based solutions to poverty. Working with partners, Synergos' mission is to mobilize resources and bridge social and economic divides to reduce poverty and increase equity around the world.

**Lorenzo Fioramonti**  
**Senior Research Fellow, Civil Society Index, CIVICUS**

Mr. Fioramonti, an Italian national, joined the CIVICUS Civil Society Index team in October 2005. He holds a Ph.D. in Comparative and European Politics from the University of Siena (Italy). Prior to joining CIVICUS, Mr. Fioramonti was Research Affiliate at the Department of Political Sciences of the University of Pretoria (South Africa) and visiting fellow at the European University Institute (Italy) and at the Centre for Civil Society of the University of KwaZulu-Natal (South Africa). During his academic work, Mr. Fioramonti conducted research on the micro-level impact of foreign assistance to grassroots civil society organisations and published several articles on conceptual and methodological issues regarding civil society and development. His current research interests concern civil society, methodology and impact analysis.

About CIVICUS: World Alliance for Citizen Participation is an international alliance of members and partners which constitute an influential network of organisations at the local, national, regional and international levels, and span the spectrum of civil society including: civil society networks and organisations; trade unions; faith-based networks; professional associations; NGO capacity development organisations; philanthropic foundations and other funding bodies; businesses; and social responsibility programmes. CIVICUS has worked for over a decade to strengthen citizen action and civil society throughout the world, especially in areas where participatory democracy and citizens' freedom of association are threatened. CIVICUS seeks to amplify the voices and opinions of ordinary people and it gives expression to the enormous creative energy of the burgeoning sector of civil society. Originally based in Washington, DC, USA, CIVICUS has now established its global headquarters in Johannesburg, South Africa.

**Jennifer Potter**  
**CEO, Initiative for Global Development (IGD)**

Jennifer Potter directs the Initiative for Global Development (IGD). In addition to her position with IGD, Ms. Potter is the Advocacy Project Director of Global Partnerships, a Seattle-based non-profit working to increase access to financial services for the poor. Ms. Potter serves on the boards of the Seattle Housing Authority, Harbor Properties, and the Chatham College Alumnae. Prior to joining IGD, Ms. Potter was a partner in both Thomas & Potter and Lorig Association, companies specializing in urban and development planning, and Vice President of Operation for the Seattle Goodwill Games. Ms. Potter's early career included serving as a Peace Corps volunteer in Thailand, working on the Hawaii Peace Corps staff, and working as an urban planner for the city of Seattle and the Federal Office of Economic Opportunity.

About IGD: The Initiative for Global Development is a nationwide network of business and civic leaders who believe that eradicating extreme global poverty is the most critical step the United States can take to improve security and economic vitality at home and abroad.

**Anthony Simon**  
**Member of the Board of Directors, Unilever Bestfoods,**  
**Advisory Board Member, Dalberg**

As a global executive with close to 40 years experience in the corporate domain, Anthony Simon is also a leader in sustainable development. He has been engaged in helping define the evolving role and responsibilities of business in tomorrow's society and in educating tomorrow's business leaders for this role. Mr. Simon has most recently been active as an advisor to the President of the World Business Council for Sustainable Development (WBCSD), as well as as a member of the board of advisors to the World Future Council. He participated in the Clinton Global Initiative (2005 and 2006) and in the Tällberg Forum in Sweden in 2006. He occasionally lectures on sustainable development, the role of business and global brands at INSEAD Business School in France and at Lund University in Sweden. Prior to these activities Mr. Simon spent 33 years with Bestfoods and, finally before retirement, four with Unilever which acquired Bestfoods. During his years with Unilever he was President Marketing Unilever Bestfoods and a Unilever representative at the World Economic Forum in Davos. He had held numerous positions as an executive with Bestfoods, finally as Corporate Vice President, member of the Executive Committee/Corporate Strategy Council, responsible for global core businesses and world-wide strategy. Mr. Simon holds an MA from Oxford University and an MBA from INSEAD.

# Partners and supporters

The following partners and supporters have been instrumental in the creation of the Guide:

## I. Partners

### Financial Times



FINANCIAL  
TIMES

The Financial Times, one of the world's leading business newspapers, is recognised internationally for its authority, integrity and accuracy. Providing extensive news, comment and analysis, the newspaper is printed in 19 cities across the globe, has a daily circulation of over 480,000 and a readership of more than 1.6million people worldwide. FT.com, the world's most popular audited business website, combines agenda-setting editorial with relevant financial data and discussion groups, as well as a broad range of business tools including the largest search function on the internet. FT.com has more than 55 million monthly page views and over 2.7 million unique monthly visitors.

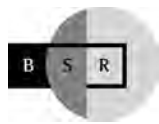
### United Nations Global Compact



Launched in 2000, the UN Global Compact brings business together with UN agencies, labor, civil society and governments to advance ten universal principles in the areas of human rights, labor, environment and anti-corruption. Through the power of collective action, the Global Compact seeks to mainstream these ten principles in business activities around the world and to catalyze actions in support of broader UN goals. With over 3,100 participating companies and hundreds of other stakeholders from more than 100 countries, it is the world's largest voluntary corporate citizenship initiative. For more information, please visit [www.unglobalcompact.org](http://www.unglobalcompact.org).

## II. Supporters

### BSR



#### About BSR:

Since 1992, Business for Social Responsibility (BSR) has been providing socially responsible business solutions to many of the world's leading corporations. Headquartered in San Francisco and with offices in Europe, China and Hong Kong, BSR is a nonprofit business association that serves its 250 member companies and other Global 1000 enterprises. Through advisory services, convenings and research, BSR works with corporations and concerned stakeholders of all types to create a more just and sustainable global economy. For more information, visit [www.bsr.org](http://www.bsr.org).

#### BSR's perspective on the project:

This effort provides further information and insight to help companies understand one of the most critical imperatives present in designing a sustainable future: the establishment of mutually beneficial partnerships to advance sustainable business practices. BSR has been pleased to bring its experience over more than a decade in helping catalyze partnerships between business,

civil society, the public sector and other essential institutions to build innovative collaborations integrating human rights, poverty alleviation, environmental sustainability, and good governance into business. Aron Cramer, BSR's President and CEO, states that "this project is an important effort to help the business community address one of the key challenges it faces today: how to move stakeholder engagement from interesting dialogue to systemic action. The project is therefore complementary to many of the efforts we at BSR are undertaking in all parts of the globe to foster collaboration that brings real results".

### CSRwire



#### **About CSRwire:**

CSRwire is the leading source of news and information concerning the social and environmental impacts of business and society. CSRwire reaches a global audience of journalists, corporate and non-profit executives, analysts, investors, public relations professionals, academics, and activists and more in over 210 countries. Material carried via CSRwire covers such issues as corporate governance, socially responsible investing (SRI), business ethics, diversity, social enterprise, philanthropy, the environment, human rights, and community development. CSRwire distributes full-text news releases through its syndication network, News Alerts, Web site, RSS feeds, news aggregators, "send to friend" feature, and search engines. [www.csrwire.com](http://www.csrwire.com).

#### **CSRwire's perspective on the project:**

As the world's leading source of corporate social responsibility and sustainability news, reports and information, CSRwire is pleased to be a sponsor of this innovative guide. We are confident that this guide will foster increased collaboration between all stakeholders involved. Corporations and NGOs will recognize this as further evidence of the relationship between business and society.

### IBLF



#### **About IBLF:**

The International Business Leaders Forum works with business, governments and civil society to enhance the contribution that companies can make to sustainable development. We are an independent, not-for-profit organisation currently supported by over 100 of the world's leading businesses. IBLF provides strategic counsel to companies to enable them to understand and respond to the development challenges that they face, particularly when operating in transition and emerging economies. As well as managing a number of programmes that provide businesses with opportunities to directly enhance their impact on society, IBLF helps businesses connect with other organisations and develop successful cross-sector partnerships. Since 1990 we have worked in over 90 countries. Our work benefits from long-term relationships with regional networks across the world, many of



which IBLF originally helped establish. Our current areas of work include raising sustainable business standards, improving prospects for enterprise and employment, and enabling companies to contribute to health and human development issues.

**IBLF's perspective on the project:**

IBLF has been delighted to partner with the UN Global Compact and Dalberg on this innovative approach to creating a guide to partnering with NGOs and UN agencies and support business in their efforts to develop effective partnerships for international development. IBLF has much experience in working with NGOs and UN Agencies to help build their skills and capacity to partner with business and we hope very much that we will be able to build on this work to support the follow up to this important project.

**ICC**



**About ICC:**

ICC is the world business organization, a representative body that speaks with authority on behalf of enterprises from all sectors in every part of the world. The fundamental mission of ICC is to promote an open international trade and investment system and the market economy, and to help business corporations meet the challenges and opportunities of globalization. Business leaders and experts drawn from ICC's global membership establish the business stance on broad issues of trade and investment policy as well as on vital technical subjects. ICC was founded in 1919. Today it groups thousands of member companies and associations from 130 countries.

**ICC's perspective on the project:**

"ICC hopes that this guide can be a useful tool for companies to assist them in selecting potential partners from the NGO and UN communities".

**WBCSD**



**About WBCSD:**

The World Business Council for Sustainable Development is a CEO-led, global association of some 200 companies dealing exclusively with business and sustainable development. It provides a platform for companies to explore sustainable development, share knowledge, experiences and best practices, and to advocate business positions on these issues, working with governments, non-governmental and intergovernmental organizations. Members are drawn from more than 35 countries and 20 major industrial sectors. The Council also benefits from a global network of about 60 national and regional business councils and regional partners.

**WBCSD's perspective on the project:**

The WBCSD has long worked to help companies and NGOs form effective partnerships. Thus we welcome Dalberg's efforts in this area and are proud to be a part of it.

## World Bank Institute

WORLD BANK INSTITUTE

Partnership knowledge and learning for a better world

### **About World Bank Institute:**

The World Bank Institute is the capacity development arm of the World Bank, and helps countries share and apply global and local knowledge to meet development challenges. The Institute's Business, Competitiveness, and Development Program seeks to build a deeper understanding of the role business can play in meeting those challenges in partnership with other stakeholders, including civil society. Through targeted capacity building activities and dialogues, the program works to strengthen transparency and social responsibility measures as integrated components of corporate strategy, and facilitates business engagement in multistakeholder action in support of poverty reduction, improved competitiveness, good governance and action against corruption.

### **World Bank Institute's perspective on the project:**

The Business, Competitiveness and Development team at the World Bank Institute strongly support the development of the business guide for partnering with NGOs. Through the course of capacity building programs around the world aligning business action for development, we have repeatedly seen the importance of creating effective business and NGO partnerships to deliver results on the ground. However, the process of partnering is not easy - there are different cultures of working to negotiate and it is crucial to delineate mutual objectives and responsibilities up front. Therefore a guide to support partnering, with the support of the UN institutions, can be an important tool. It can help facilitate partnerships that are sustainable and utilize the respective skills, expertise and resources offered by both private sector and NGO actors.

## BGRAPHIC

### **About BGRAPHIC:**

BGRAPHIC is a Danish design company. We are situated in the heart of Copenhagen, Denmark in Europe.

Our work represents a large variety of competences: traditional graphic design in stationary, brochures, publications of all kinds and advertising plus a number of digital solutions within webdesign and tools for Word and Power-Point.

We work constantly on developing our clients brand and visual corporate identity. Our clients are some of the larger private companies and the Danish Government, Danish Ministries and public affairs.

Our graphic design and communication is done in an elegant and professional style. We are dedicated to our work and we do our best to be among the most reliable, efficient and innovative design companies.

Please call or e-mail us at [info@bgraphic.dk](mailto:info@bgraphic.dk), if you have any questions or need our assistance on a graphic design project.

# Acknowledgements

Our colleagues at the UN Global Compact and Dalberg Global Development Advisors wish to acknowledge the tremendous support, input, and assistance of many individuals and organizations whose contributions have made it possible to create the "Business Guide to Partnering with NGOs and the UN".

First and foremost, we are indebted to the members of the Advisory Board for having joined this project on such short notice, and who we believe are distinguished in their reputation, expertise and aspiration for development impact. David Bonbright, Robert H. Dunn, Lorenzo Fioramonti, Jennifer Potter, and Anthony Simon brought an incredible range of experience to our discussions and a commitment to helping us make a difference. We appreciate their availability, and more importantly their sincere interest and guidance to advance the Business Guide idea on the strongest possible foundation with a long-term view in mind.

We would also like to highlight the contribution of several individuals who ensured the prompt support of their respective organizations and whose dedicated efforts helped us collect the much needed survey data which was so essential for a meaningful analysis of the global environment of partnerships between companies and social actors. With their assistance Dalberg reached out to over 20,000 unique companies worldwide and obtained valuable input concerning their partnership experiences with the UN, various NGOs, and bilateral development agencies: Shari Aron and Greg Schneider from CSRwire; Amanda Bowman and Adrian Hodges from the International Business Leaders Forum (IBLF); Jacqueline Coté from World Business Council for Sustainable Development (WBCSD); Aaron Cramer from Business for Social Responsibility (BSR); Henrik Fallesen, Ole Lund Hansen and Lars Tejlgaard from Dansk Industri; Johnny O. Hansen from FORGE Marketing & Management (FORGEism), Michael D. Jarvis from World Bank Institute (WBI); and Guy Sebban and Stefano Bertasi from the International Chamber of Commerce (ICC).

We are grateful furthermore for the support of several individuals who helped in the outreach efforts to increase the survey responses including, Sandra Navalli from the Columbia Business School, Daniel Truran from the European Baha'i Business Forum (EBBF), as well as Alex Unsgaard and Angela Hansen from Dalberg.

Special thanks go to our copyeditor Barbara Kancelbaum, who set our analysts on track for this exercise and indefatigably worked through odd hours with her colleagues to help us meet the necessary deadlines.

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The results of this endeavor are our responsibility but the work could not be completed without the help of so many. Any imbalances, insufficiencies, or unintended mistakes in the presentations, findings and comments expressed herein above should be ascribed to us.

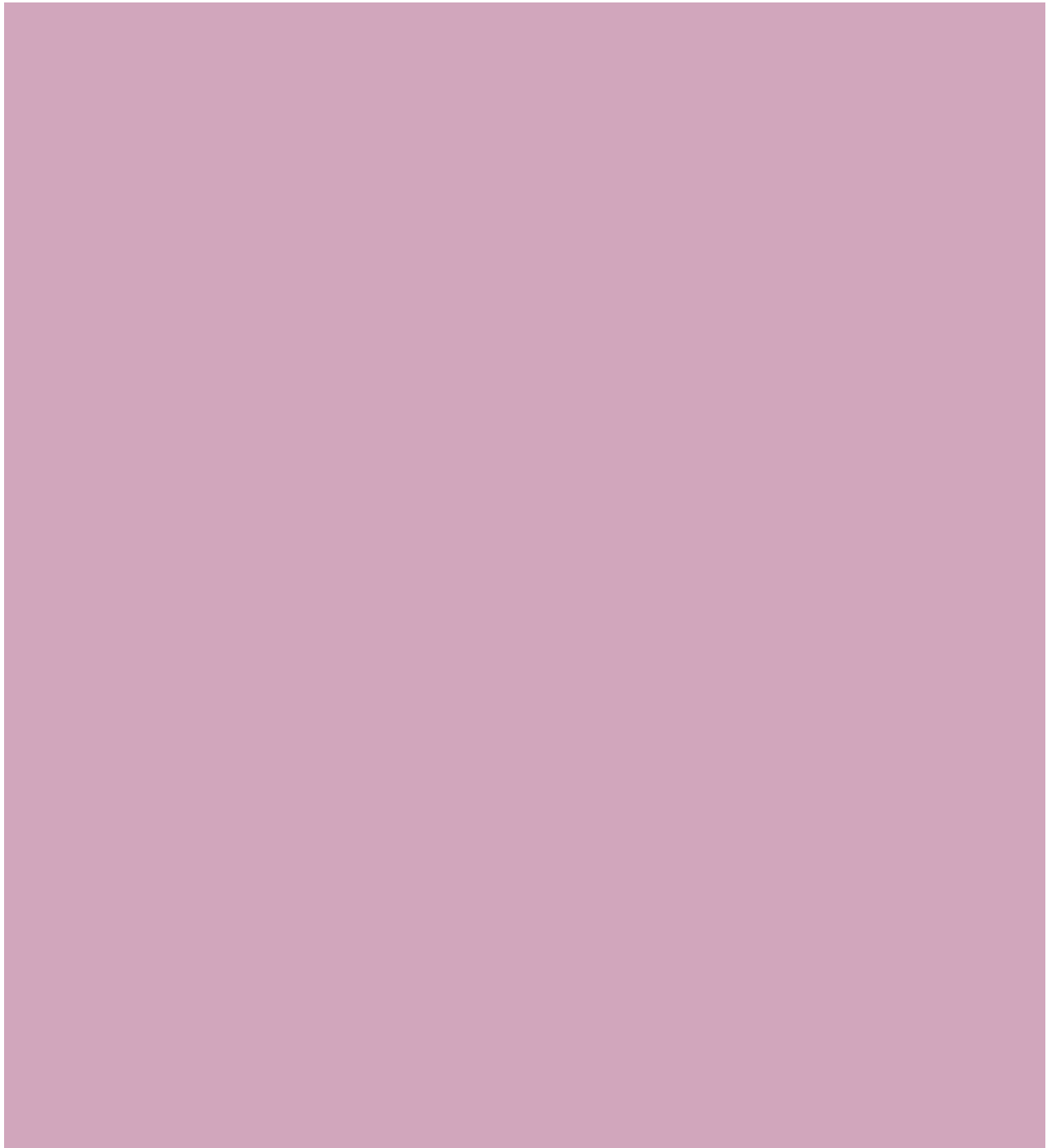


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# Annex



# Annex

## Global NGOs / UN Agencies

Name of Organization	Country of HQ	Program Focus (NTEE)*
Action Aid**	South Africa	Community Improvement, Capacity Building
Amnesty International**	United Kingdom	Civil Rights, Social Action, Advocacy
CARE	United States	International, Foreign Affairs, and National Security
Caritas**	Vatican City	Public, Society Benefit
Conservation International	United States	Environmental Quality Protection, Beautification
Earthwatch	United States	Environmental Quality Protection, Beautification
Environmental Defense	United States	Environmental Quality Protection, Beautification
FAO	Italy	Agriculture, Food, Nutrition
GBC HIV/AIDS	United States	Health--General&Rehabilitative
Greenpeace**	Netherlands	Environmental Quality Protection, Beautification
GTZ	Germany	International, Foreign Affairs, and National Security
Habitat for Humanity	United States	Housing, Shelter
IBLF	United Kingdom	Public, Society Benefit; Business Organization
ICRC**	Switzerland	Public Safety, Disaster Preparedness and Relief
IFRC	Switzerland	Public Safety, Disaster Preparedness and Relief
ILO	Switzerland	Employment, job related and civil rights, social action, advocacy
Lions Club International	United States	Philanthropy, Voluntarism, and Grantmaking
Rotary International	United States	Philanthropy, Voluntarism, and Grant making
Save the Children	United Kingdom	Human Services
SOS Kinderdorf	Austria	Human Services
TechnoServe	United States	Agriculture, Food, Nutrition
The Nature Conservancy	United States	Environmental Quality Protection, Beautification
Transparency International	Germany	Civil Rights, Social Action, Advocacy
UNDP	United States	Public, Society Benefit
UNEP	Kenya	Environmental Quality Protection, Beautification
UNESCO	France	Educational Institutions
UNGC	United States	International, Foreign Affairs, and National Security
UNHCR	Switzerland	International, Foreign Affairs, and National Security
UNICEF	United States	Civil Rights, Social Action, Advocacy
USAID	United States	International, Foreign Affairs, and National Security
WBCSD	Switzerland	Mutual/Membership Benefit Organization
WFP	Italy	Agriculture, Food, Nutrition
WRI	United States	Environmental Quality Protection, Beautification
WWF	Switzerland	Environmental Quality Protection, Beautification

\* The Program Focus refers to the NTEE (National Taxonomy of Exempt Entities) classification system developed by The National Center for Charitable Statistics in the U.S. as part of its keyword-searching criteria. The NTEE outlines the major area of activity for the rated organization.

\*\* Information for profile not made available by the organization.

Accountability Score	Adaptability Score	Communication Score	Execution Score
4.1	3.3	4.3	4.0
3.8	3.6	3.8	3.7
4.6	4.0	4.4	4.3
4.0	3.7	3.3	4.0
4.4	4.5	4.3	4.2
4.3	4.2	4.2	4.1
4.7	4.3	4.9	4.4
4.3	4.0	4.0	4.0
4.3	4.5	4.0	4.5
4.5	4.2	4.3	4.0
4.5	4.0	3.7	3.9
3.8	3.8	3.7	3.7
4.2	3.4	4.4	3.6
3.8	3.8	4.0	3.8
3.7	3.4	3.7	3.6
4.0	4.1	3.6	4.0
5.0	4.8	4.3	4.3
4.6	4.4	4.3	4.4
3.9	3.6	3.7	3.7
3.8	3.8	3.6	3.6
4.6	4.6	4.8	4.2
4.3	3.8	4.3	3.8
4.1	3.9	3.8	4.0
3.9	3.7	3.8	3.7
3.9	3.7	3.9	3.7
4.2	4.2	3.9	4.2
4.1	3.7	3.9	3.7
4.1	3.9	4.1	4.0
4.2	3.8	4.1	3.9
3.9	4.0	4.1	3.9
4.1	4.1	4.4	3.9
4.0	3.6	3.9	3.6
4.8	4.2	4.7	4.4
4.4	4.2	4.3	4.4

# Annex

## Local and regional NGOs

Name of Organization	Country of HQ	Region	Program Focus (NTEE)*
Asociación Conciencia	Argentina	Latin America	Civil Rights, Social Action, Advocacy
Associação Educacional Labor	Brazil	Latin America	Educational Institutions
Australian Conservation Foundation	Australia	Asia Pacific	Environmental Quality Protection, Beautification
BAIF Development Research	India	Asia Pacific	Community Improvement, Capacity Building
Centro de Estudos e Pesquisas em Educação, Cultura e Ação Comunitária	Brazil	Latin America	Educational Institutions
Centro de Implementación de Políticas Públicas para la Equidad y el Crecimiento	Argentina	Latin America	Community Improvement, Capacity Building; Public, Society Benefit
Centro Mexicano para la Filantropía, A.C.	Mexico	North America	Philanthropy, Voluntarism, and Grantmaking
Centro Nacional de la Familia	Chile	Latin America	Education/Family Institution
CittadinanzAttiva	Italy	Western Europe	Civil Rights, Social Action, Advocacy
Dzherelo Children's Rehabilitation Centre	Ukraine	Eastern Europe	Health - General & Rehabilitative
Emirates Environmental Group	United Arab Emirates	Middle East/North Africa	Environmental Quality Protection, Beautification
Empresarios sin Fronteras	United States	Latin America	Public, Society Benefit; Business Organization
Fondation de la 2ème Chance	France	Western Europe	Venture Philanthropy
Forum for the Future	United Kingdom	Western Europe	Mutual/Membership Benefit Organizations
Fundació Èxit	Spain	Western Europe	Youth Development
Fundación Carmen Pardo-Valcarce	Spain	Western Europe	Youth Development
Fundación Cimientos	Argentina	Latin America	Community Improvement, Capacity Building
Fundación Compromiso	Argentina	Latin America	Community Improvement, Voluntarism
Fundación del Empresariado Chihuahuense	Mexico	North America	Community Improvement
Fundación para el Desarrollo Sostenible	Costa Rica	Latin America	Employment, Job Related (Development of SMEs)
Fundación para la Promoción y el Desarrollo de la Mujer	Chile	Latin America	Women: development and capacity building
Fundación Pro Bono	Chile	Latin America	Philanthropy, Voluntarism, and Legal Services
Fundación Proyecto Padres	Argentina	Latin America	Community Improvement

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<b>Name of Organization</b>	<b>Country of HQ</b>	<b>Region</b>	<b>Program Focus (NTEE)*</b>
Fundación SES	Argentina	Latin America	Youth Development
GermanWatch	Germany	Western Europe	Environmental Quality Protection, Beautification
GestionaRSE	Peru	Latin America	Civil Rights, Social Action, Advocacy
Grassroot Soccer	United States	North America	Educational Institutions
Heartbeat Centre for Community Development	South Africa	Sub-Saharan Africa	Civil Rights, Social Action, Advocacy
Help the Hospices	United Kingdom	Western Europe	Health-- General & Rehabilitative
Indigenous Enterprise Partnerships	Australia	Asia Pacific	Community Improvement, Capacity Building
Instituto Akatu pelo Consumo Consciente	Brazil	Latin America	Community Improvement, Capacity Building
Instituto de Reciclagem do Adolescente	Brazil	Latin America	Youth Development
Instituto Ethos de Empresas e Responsabilidade Social	Brazil	Latin America	Mutual/Membership Benefit Organization
Landcare Australia Limited	Australia	Asia Pacific	Environmental Quality Protection, Beautification
Legambiente	Italy	Western Europe	Environmental Quality Protection, Beautification
Missão Criança	Brazil	Latin America	Civil Rights, Social Action, Advocacy
Mothers to Mothers	South Africa	Sub-Saharan Africa	Health - General & Rehabilitative
Öko-Institut e.v.	Germany	Western Europe	Science and Technology Research Institutes
Rainforest Action Network**	United States	North America	Environmental Quality Protection, Beautification
Resources for the Future	United States	North America	Social Science Research Institutes
Singapore Environment Council**	Singapore	Asia Pacific	Environment Quality Protection, Beautification
Solidaria: Trabaja para un Hermano	Chile	Latin America	Employment, Job related
Spastics Society of India – National Resource Centre for Inclusion	India	Asia Pacific	Educational Institutions; Civil Rights, Social Action, Advocacy; Social Science Research Institutes
Un Techo Para Mi País	Chile	Latin America	Housing, Shelter
Vietnam Business Links Initiative	Vietnam	Asia Pacific	Community Improvement, Capacity Building

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\*\* Information for profile not made available by the organization.



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